The Higher Learning Commission Action Project Directory

Bay de Noc Community College

Project Details

Title	Develop a strategic and tactical plan for Information Technology.	**Status**	COMPLETED
Category	6-Supporting Institutional Operations	**Updated**	09-11-2008
Timeline		**Reviewed**	09-14-2008
Planned Project Kickoff	07-13-2004	**Created**	11-24-2009
Actual Completion		**Version**	4

1: Project Goal

A: This project aims to develop a strategic plan that will drive technology acquisition and usage at Bay College for the next three years. It will include the development and implementation of a Technology Tactical Plan within the first year (2004-2005) to address the most critical technology issues identified at the college.

2: Reasons For Project

A: The Bay College community decided in 2003 that Information Technology planning would be critical to the successful integration of new technologies into the learning environment and the effective operation of the College. A technology assessment prepared for Bay College by an external consulting agency identified a lack of institutional technology planning to be of primary concern.

3: Organizational Areas Affected

A: The ITS (Information Technology Services) area will be most affected by this project; however, all employees of the college will feel its impact as their jobs are affected by the technology changes. The Continuous Improvement Learning and Technical Resources Team will also be involved as they review and make recommendations for portions of the Technology Master Plan.

4: Key Organizational Process(es)

A: Critical processes include the operational budgeting process, the technology requisition and purchasing process and network and computer usage.

5: Project Time Frame Rationale

A: The project will keep its focus through: · The creation of CIO/Vice President for Information Technology position; · Regular progress reports to campus stakeholders; · Creation of a campus intranet to foster communication about this project and other institutional issues; and · Involvement of the Learning & Technical Resources Team and Technical Standards Advisory Group.

6: Project Success Monitoring

A: Process measures include: · Employee surveys of satisfaction with technology resources and planning · Budget reports via Campus Web · Comments and discussions via employee discussion forums on the intranet.

7: Project Outcome Measures

A: Outcome measures include: · Employee satisfaction · CIA (confidentiality, integrity, authenticity) qualitative measures · Budget variances in ITS accounts

8: Other Information

A: Year One: Implementation of the most critical technology issues at the college, as outlined in the Technology Tactical Plan for FY2004-2005.Year Two: Creation of a tactical plan for FY2005-2006 and FY2006-2007.Year Three: Resulting employee satisfaction of 80% or better and budget variances <= 3%.

Project Update

1: Project Accomplishments and Status

A: Leadership of the Information and Technology Services (ITS) department resumed when its vice president returned in April 2008 after a year of recovery from a serious car accident. Over the course of the past year, the department relied heavily upon the expertise of the individual ITS staff members, as led by the department's other administrator with the assistance of a well-regarded external IT leader known for his ownership of a successful local IT business. The Director of Technical Services, Jim Lundberg, was able to tap this external resource, and his company, to implement many large projects that had been planned for the 2007-2008 year. These included 1) the installation of a new library management & automation system, 2) the implementation of a web portal to the college's existing administrative system, 3) the technological start-up of a new campus, 4) the migration to a new enterprise-wide authentication system that affected every major IT system and user group and 5) the switch to a totally different e-mail system. There was also a very successful, campus-wide rollout of BayMad teaching podiums to nearly every instructional area provided Bay faculty with the multimedia, network, and other technology resources to greatly enhance their teaching. These initiatives were accomplished successfully, thanks to the planning and dedication of the ITS staff and the participation of the entire college community in the implementation and training of the new systems with which they needed to interact. In addition to the abovementioned items, the ITS department resumed a regimen of regular staff meetings at the end of the year. These regularly-scheduled events promote inter-departmental communication, cohesiveness, and cross-training – traits that the staff universally admits were lacking and thoroughly welcome now.

2: Institution Involvement

A: Although IT planning is the primary responsibility of the Vice President for Information Technology and his staff, he involves people from across the entire campus. Due to his absence for most of the year, external technology experts were also heavily consulted. The ITS staff developed a deeper respect for "best practices" used by colleagues at other institutions. Information technology affects and is influenced by every functional group within the institution. All planning is done with input from those areas most directly involved with its use. As institutional processes are evaluated and modified, ITS will be an integral part in the discussion and decision-making. As a member of the President's Advisory Council, the vice president brings technology issues to that nine-member group for analysis and decision-making. When developing IT plans that require the expertise of individuals familiar with computer technology, the vice president and his staff solicit input from computer faculty, from vendors, and from colleagues throughout the state.

3: Next Steps

A: The AQIP Project for IT planning has been completed, as the goal of instituting a process for strategic planning in IT has been realized. IT planning is now an ongoing process that results in one-year tactical plans and longer term strategic plans. Initiatives slated for the 2008-2009 year include: 1) formal task documentation for every function of the ITS department; 2) development of new, and refinement of existing, IT policies and practices; 3) re-assessment of print management services; and 4) development and documentation of formal IT purchasing, resource allocation, and disaster planning protocols.

4: Resulting Effective Practices

A: The ITS department readily collaborated with the owner and staff of DS Tech, as an external source of expertise. This newfound acceptance, and the extensive task-documentation the department has resumed, will prove to be invaluable to the ITS department and the institutional community. The expansion of many administrative functions to the web-based portal will greatly facilitate a shift to greater self-service capabilities for faculty, staff, current students, and prospective applicants. This new portal, myBay, is expected to greatly change how college employees, students, alumni and retirees interact with each other. The addition of a high-bandwidth, dedicated data connection between campuses provides a linkage to implement some much needed redundancy and backup for data and IT services. Another finding from this work was the importance of including technology administrators in discussions regarding changes in teaching and learning. The vice president is now a member of the Instructional Leadership Team, and through this group, is aware of and included in dialogue regarding instructional issues that require IT involvement.

5: **Project Challenges**

A: Although challenges still remain with respect to IT Planning, the goals of the project have been accomplished and the project will be retired this fall as new AQIP projects are initiated. The planning process that has been established will address challenges in IT. The most overwhelming challenge will continue to be meeting the ever-expanding IT demands with a limited number of human resources. Some steps were taken this year to address this issue. Two work-study positions were filled to assist the ITS staff in supporting the campus technology needs. The integration of a second full campus continues to provide challenges for providing sufficient technology, staffing, and support services.

6: **AQIP Involvement**

A:

Update Review

1: **Project Accomplishments and Status**

A: Bay du Noc CC is commended for an impressive record of accomplishment over the past year – particularly in the face of adversity. By drawing on an external IT leader, the institution demonstrated its capacity for forming effective partnerships (Category 9) and adapting to changed circumstances (a principle of high performing organizations). Successful implementation of the new teaching podia is testament to effective communication (Category 5) and professional development (Category 4) systems at Bay du Noc.

2: **Institution Involvement**

A: The Bay du Noc ITS leadership and staff demonstrate deep belief in the importance of communication and collaboration, reflecting the principles of Involvement, Collaboration, Information, and People. ITS planning and decision-making is clearly done in an inclusive manner, with due consideration of the perspectives of key stakeholders (Category 3).

3: **Next Steps**

A: The goals of this Action Project do appear to have been realized, and retirement of the project at this time is appropriate. Throughout the project, Bay du Noc has illustrated many of the principles of high-performing institutions (see above).

4: **Resulting Effective Practices**

A: As the project leaders note, Bay du Noc has developed several “effective practices” that could benefit sister institutions. Of (perhaps) the greatest long-term significance is the emergent synergy between technology and instructional leadership on campus. The campus and project leaders are commended on reaching the milestones represented in this project, and on their awareness of the significance of practices that they developed as part of that journey.

5: **Project Challenges**

A: As the project leaders note, all organizations – including high-performing ones – never have a shortage of challenges in maintaining current and robust IT operations. Nonetheless, Bay du Noc is well-positioned to assess and address those challenges.

6: **AQIP Involvement**

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